



Branch Office	Main Office
50 Park Place, Suite 1440	1832 Jefferson Place, N.W.
Newark, New Jersey 07102	Washington, D.C. 20036
(201) 622-3802	(202) 833-1224

5th DRAFT

The BIOC - A 10 Year History

FORMATION:

Newark's Business and Industrial Coordinating Council, known as BIOC, has survived and endured for a decade. That in itself is ringing testimony ^{now} ~~may~~ you consider the organization was born amid strife and controversy and has subsisted on a steady diet of pernicious problems that still plague one of America's most troubled cities. The unique manpower organization, one of the nation's first, has pioneered innovative training programs, promoted racial harmony, found thousands of jobs and secured uplift opportunities for many ~~thousands~~ thousands of forgotten, neglected, unskilled, unemployed, underemployed and voiceless people.

BIOC was born in July 1963, the first "long hot summer" when the mood and temperament of the city's Black community was sizzling over the Barringer High School and Rutgers University construction controversies. The Newark Coordinating Council (NCC), a loose consortium of 13, predominantly Black, civil rights, labor and religious organizations, banded together to demonstrate against the almost totally white work force, building the \$5,000,000 high school and the state university's law school and campus center complex. The stark contrast of virtually no Blacks and Puerto Ricans on the huge building projects in the only city above the Mason-Dixon line with a majority-Black and Puerto Rican population, brought on general community outrage. The crisis was more acute and understandable because Black and Puerto Rican joblessness, especially among youth — then and now, was twice that of officially reported, Labor Department statistics for the entire country.

At both construction sites labor union "shapeup and hiring" practices produced no change in the overwhelmingly white, work force. NOC's urging that construction trade unions make a start by hiring apprentices was not heeded. The coalition's primary strength came from the Newark-Essex Chapter of the Congress of Racial Equality (CORE) which then led picketing and demonstrations at both sites. Inevitably, violence erupted.

It must be stressed that events had long been building up toward such an upheaval. Newark is an old city. It observed its 300th anniversary in 1966. One fourth of its 406,000 population of 1960 lived below the poverty line. From 1950 - 1970 the Black population of 74,000 increased a phenomenal 200%. While Newark's minority population grew and became more Black, its unemployment statistics became more bleak. Even earlier during World War II with a booming war economy and a highly diversified commercial and industrial base, Newark's approximate 50,000 Blacks were rarely occupied in other than menial jobs.

In 1963 Blacks took the first concerted, major steps toward improving their economic plight. As an example, NOC played a leadership and mobilizing role in the historic "March on Washington for Jobs & Freedom" that took place barely a month after BIOC was put together.

Among the key persons most responsible for founding and keeping BIOC going during that first crucial year was the late Peter V. R. Schuyler, Jr., executive director of the United Way of Essex and West Hudson Counties, then the Welfare Federation. The first Business co-chairman was K. Wade Bennett, former senior vice president of Bambergers-New Jersey who is now president of Macy's Department Store. Derek T. Winans, the first Civil Rights Community co-chairman, was a principal founder. His family was among the original pioneers who settled

Newark 307 years ago. Winans, a fourth-generation Harvard Graduate, has long been one of the city's leading activists. Charles W. Garrison also a Bambergers senior vice president, was there at the beginning. He took the co-chairman's seat when Bennet left for Texas. Garrison divided his time almost equally between business and BIOC. Essex County Assemblyman George C. Richardson, the NCC chairman infused the organization with genuine political astuteness and charisma when he became co-chairman. Francis L. Warren, the Urban League of Essex County's director of employment can be bracketed with Winans as the other principal co-founder. Possessor of two masters degrees, Warren later turned his back on the "establishment" to form ANVIL a militant progenitor of more than 100 "grass roots" organizations that have since sprung up in the community seeking solutions to better the lot of the Black man.

Other stalwarts who became heavily involved in the formative stages of BIOC were Newark's Mayor Hugh J. Addonizio; Henry M. Boardman, community relations manager of Western Electric's Kearny Works; Jules Lozowick, the community relations ~~manager~~ ^{manager} of Western Electric's Northeastern Region Headquarters in Newark's Gateway II building ~~who is~~ currently Business and Industry Co-Chairman; Richard Proctor Jr., present Community/Civil Rights Co-Chairman who has held office uninterruptedly over the BIOC's ten-year history and Mayor Kenneth A. Gibson who was co-chairman when BIOC faced its greatest number of problems. Robert Curvin an Essex County Welfare casework supervisor, now a doctoral candidate and community affairs professor at Rutgers was one of the chairmen who guided Newark-Essex CORE during its ^{fulsome} days. After CORE confronted corporations, BIOC generally became the implementer of manpower agreements. Herbert T. "Bud" Abrams the retired, personnel director of Prudential Insurance Company who along with the late "Clem" Cambon, the personnel vice president of Fidelity Union Trust Company, were most responsible for corporations submitting their job orders to an Urban League/BIOC alliance.

Another strong supporter was Samuel M. Convissor who left the Greater Newark Chamber of Commerce to become administrative assistant to Mayor Addonizio. Convissor later became a pioneer field representative for the Community Relations Service in Washington. He then became Urban Affairs and Community Relations Manager of Radio Corporation of America (RCA). Sam deeply involved each of his employers in the affairs of BIOC. George F. Birmingham, vice president and treasurer of Hahne and Company, was chief financial advisor and the treasurer of BIOC for eight years. John Maguire, employment manager of Public Service Electric & Gas Company, ~~has been an executive~~ *has been a active for the entire 10 yrs* ~~board member the entire 10 years~~. Raymond Proctor, Richard's brother, director of Essex County College's Urban Institute, was instrumental as chairman of Newark-Essex CORE in seeing that the organization had perfect attendance at all BIOC meetings during its first three years. John Clarkson, vice president and secretary of Mutual Benefit Life Insurance Company ~~effectively~~ responded to almost every request for assistance over the past decade. All 11 co-chairmen plus the staff, particularly Mrs. Rosa H. Dingle, contributed immensely to what is now a solid record of achievement.

As BIOC's first executive secretary, Francis Warren kept a log that developed into a monthly tabulation of the group's recruitment, placement and training efforts. This became a reporting hallmark documenting progress of the new employment effort in greater Newark.

In 1963 when
The department stores had been asked to join the jobs dispute at Rutgers and Barringer, ~~they~~ refused but agreed to take part in a program of opening entry level jobs to qualified minorities. James A. Pawley, executive director of the Urban League of Essex County enthusiastically committed Warren and his agency as BIOC's ~~independent~~ placement and recruiting arm. People Available

and Jobs committees became the function of the Urban League. Addonizio provided space at City Hall and convened several important meetings attended by top chief executive officers from business and industry who pledged their support. Mayor Addonizio also gave the organization a Trenton-Washington association that literally reached into the state house, White House and halls of Congress.

The person most responsible for holding the organization together during its fragile first years was Pete Schuyler and fittingly, BIOC is a memorial to his efforts. Significantly, Schuyler was also the secretary and principal founder of United Community Corporation/ Newark's community action, program agency charged with the war on poverty. Working behind the scenes, Schuyler personally committed himself, staff and resources to BIOC and UCC until they were able to stand on their own and acquire funding for their activities and operations. He also did most to gain active involvement of top business and community leaders.

CONSULTANTS Two men must be singled out for their loyalty, devotion and service to BIOC. Joseph E. Partenheimer retired ~~as~~ president of Atlas Supply Company, ~~the independent subsidiary of the five Standard Oil companies.~~ He then began a new career of rehabilitating and training humans by totally immersing himself within the BIOC. Partenheimer a Schuyler recruit, first came aboard as project director of BIOC's experimental and demonstration pilot program the Labor Management Manpower Project (LMMTP) in 1965. After its successful completion, Joe stayed on to run Skill Escalation & Employment Development (SEED), a multi-million dollar outgrowth of LMMTP. These projects introduced a new kind of skill training to unemployed and underemployed New Jerseyans. ¹⁹⁶⁶ Partenheimer became BIOC's principal business and industry consultant ~~in 1966~~. He finally

retreated to semi-retired status last year, shortly after a grateful community accorded him a surprise 75th birthday and 50th golden wedding anniversary luncheon.

Albert E. Meyers was also "given" to the organization by Pete Schuyler. Meyers has a rich background of experience, ^{as a social worker} in law, urban planning, sociology, grantsmanship, global economic development, health and welfare and manpower training. He contributed the bulk of the proposal writing with an assist from William A. Mercer, that produced over \$5,000,000.00 for BIOC in its first five years. In addition, Meyers was chief architect and author of proposals that created Newark's UCC and Model Cities Agencies. Today, he operates his own consulting firm after having worked for the United Way of Essex County and West Hudson County and serving as deputy commissioner of New Jersey's Department of Community Affairs.

OPERATING PROCEDURES

Undoubtedly, BIOC's greatest success has been the establishment of effective communications between the business community and Newark's majority non-white population. Goals of the organization were set forth in its original by-laws covering five principal tasks:

1. To provide a monthly forum for representatives from business, government industry, labor, education, religion and civil rights groups.
2. To place ^{non-whites} Blacks and Puerto Ricans in jobs based on their skill and ability.
3. To upgrade non-whites working below their abilities.
4. To develop new training and retraining programs.
5. To work on civil rights problems other than employment.

To this day, BIOC's monthly forum has been the subject of the thorniest issues which showcase every kind of ~~operational~~ ^{videopoint} ~~unmanageable~~. ^{BIOC} Organizational format although ~~quite~~ simple, has been seldom duplicated. Like the Council structure, each committee is headed by two co-chairpersons, [?] one from community/civil rights and one from business and industry.

BIOC bridged the gap between highly skilled job openings and manpower availability. Until it was proven BIOC was more helpful to business than civil rights organizations, businessmen were skeptical.

During its first year, BIOC drew the participation of 54 ~~different~~ firms, ~~department stores, banks~~, civil rights organizations, state and city departments, private agencies and labor unions. By 1965 it had grown to 150 companies, more ~~than 20 civil rights organizations and~~ over 800 individuals. (A)

An immediate problem that surfaced became BIOC's first dilemma. On the one hand there was a great desire to acquire jobs for BIOC job-seekers who quickly were made aware of the organization. Unfortunately, the growing job orders ~~that were to~~ going to the Urban League and the ~~specific~~ skills of the job applicants did not generally make for good matches. The situation quickly suggested the need ~~for~~ for a training and orientation component. The idea being to better ~~equip~~ equip applicants to cope with the world of work in ~~the~~ greater Newark. *This situation spurs creation of BIOC's first operational and orientation project, the Labor Management Manpower Training Project (LMM TP).*

LMMTP

~~I. PURPOSE AND OBJECTIVES OF THE PROJECT~~

Bq The ~~overriding~~ purpose and objective of the ~~Labor-Management-
Manpower Training Project (LMMTP) Continuation R2 39, 52~~ was to put people into jobs. LMMTP was funded ~~as an experimental and demonstration project~~ by the U. S. Department of Labor, Office of Manpower, Automation and Training (OMAT), ~~later called~~ the Office of Manpower, Policy, Evaluation and Research (OMPER). The Contract of \$365,968^{over} originally for 15 months, ~~was awarded~~ to serve ~~the~~ ^{he} unemployed and underemployed, ~~beginning March 22, 1965.~~

The time allotted included a month devoted to setup and organization, 12 months for actual training and operation and two months for phase out, evaluation and study of results.

Approval was twice given to extend LMMTP, ~~from June 22, 1965 through September 30 and another two months through November 30, 1965.~~

b Both extensions were accomplished with no additional funds. In fact, LMMTP returned over \$70,000 to OMPER.

~~became the contracting agency for BIGO. The Federation has since merged with two other community chests to become the United Community Fund and Council of Essex and West Hudson (UCF)---the largest united fund in New Jersey. For clarification and easier understanding of the role of the Contractor which is really a combination of the Labor-Management-Manpower Training Project and the Welfare Federation/United Community Fund, it shall hereafter be referred to as LMMP.~~

~~The Scope of the written contract stated that LMMP will~~

~~"Provide an intensive program of recruitment, selection, counseling, testing and referral to training and placement, of a minimum of seven hundred and fifty (750) unemployed and under-employed individuals, Essex County, New Jersey, with a variety of problems, which create difficulties in their abilities to profit from conventional programs. Of that number, a minimum of six hundred (600) individuals will be placed in the job training situations developed and supervised by the Contractor.~~

~~"The contractor shall provide the services outlined in this contract."~~

see p 10, 11
664 hrs
220 etc
2000

~~To perform the work and services called for in the contract, \$185,968 was provided. To partially reimburse company sub-contractors for approved costs incurred in on-job-training given to LMMP trainees, an additional \$100,000 was made available.~~

~~The goals and objectives of LMMP were written into the Contract as follows:~~

~~Under the joint sponsorship of labor unions, employers and representative community agencies, plan, develop and administer: (a) economically~~

and administratively feasible, on-the-job training, retraining and up-grading programs for various skill levels within selected companies, (b) union-sponsored, on-the-job and/or off-the-job training and retraining programs for its members and for apprentices, and (c) management-sponsored, on-the-job training, within one company, for certain skills in demand among more than one company in the same field. The programs of training, retraining and up-grading would, wherever possible, be based on the utilization and transferability of existing skill cores and/or on the development of sound, basic skills which can serve as a baseline for further development and upgrading.

FOR THE PARTICIPATING EMPLOYERS, the various programs together, would aim at making available, within their own plants, of a more flexible and versatile labor force to meet the varying needs of: (a) expansion, (b) replacement, (c) automation and (d) fluctuating personnel demands of different sections of a plant or business, where and when needed. FOR THE WORKERS, it would help to make possible: (a) greater opportunities for promotion and the development of incentives for self-betterment, (b) a reduction in the chances of being laid off, temporarily or permanently and the evolvement of a more stable, secure and satisfying work role, and (c) a preparation for opportunities being created through automation. FOR THE COMMUNITY, it would mean: (a) more stable and economically independent families, (b) the development of more job opportunities at entrance levels, as well as at more advanced levels, (c) a reduction in the social-economic pressures that contribute to many school dropouts and breaking up of families, and (d) a promising, substantial effort in coping with one of the basic problems in the area of employment.

~~The key to the objectives laid out in the proposal~~ ^{the} ~~was~~ ^{the} ~~to employment and preparation for employment.~~ How well did ^{the} ~~our~~ ^{the} ~~project~~ ^{the} ~~do~~ in fashioning this key? ^{When the program ended on} November 30, 1966, 664 LIETTP clients enjoy permanent jobs. Over 800 more had ^{received} ~~OJT~~ ^{or} training ^{or} training in seven, business-financed, ^{Skill Evaluation} ~~Special~~ ^{which became occupational} Programs, ~~or~~ ^{or} were referred to ^{health welfare} ~~non-profit~~ ^{other} organizations and agencies for help and assistance.

SEP-11-

In addition, 177 ~~special program~~ ^{were} carried over under BICC coordination. They ~~also~~ ^{SEP} completed ~~their~~ training and ~~are expected to be part of the training program~~ ^{many were enrolled in LIATP's successor, SEED (Special Education Employment Development)}.

~~Based on LIATP experience, two thirds, more than 100, will~~ complete prevocational training and ~~eventually~~ move into permanent jobs.

Another 482 persons came ~~to~~ ^{SEP} LIATP, ~~and inquired~~ ^{making inquiries} about programs but did not enroll. Many were women ~~who~~ declined to ~~enroll~~ ^{participate} because there were no training allowances, they ~~could~~ ^{did} not ~~want~~ ^{want} to wait for a class or OJT slot to become available, or were un-

interested in LIATP training.

<u>LIATP Clients in Jobs</u> ^{above} as of 10/30/85		<u>Clients Given Service</u>	
Job-holding OJT graduates	272	OJT Enrolees	416
Untrained direct job placements	200	Special Programs Enrollment	552
Special Program graduates in jobs	192	Referrals	350
Total	664	Direct placements	200
		Total	1,518
		Applicants not served	482
		Total Seen	2,000

~~Project economic costs~~ ^{SEP} ~~were offset~~ ^{by the use of} ~~with two outcomes,~~ less than half of the \$180,000 OJT reimbursement funds--actually \$75,559.87 was used to partially reimburse participating employers. ~~Following Special Program~~ ^{SEP} placements, the cost to enroll a trainee in OJT averaged out to only \$135.00. This was \$164.00 less and 44.3% better than the \$300.00 rate-average written into the contract.

In summary, LIATP saw 2,000 people. Over two thirds of these genuinely hardcore, opportunity applicants received some benefiting service including referral to other programs and agencies, direct employment assistance, enrollment in OJT and the pioneering, ~~SEP~~ ^{SEP} ~~program~~.

~~changed somewhat from that of 1983.~~ ^{SEP} ~~The organization has now started to~~ ^{BIOC} ~~by themselves~~ ^{by themselves} ~~engage~~ ^{engage}

ⁱⁿ cope with community problems that feed on unemployment. It ~~has~~ moved from a facilitative and coordinating role to a position of actively running training programs and other projects.

~~ments some of which had no relation to the job being offered.~~
Over 6,000 of ~~these~~ unreferrables ~~had~~ bulged Urban League files when LMTP was ready to commence. ~~It was this~~ ^{the} group ~~for which~~ the Project was designed to assist. ~~It was also~~
~~through~~ The ~~same~~ BICC Employment Committee ^{was charged with} ~~could be expected~~
canvass ^{the} ~~the~~ ^{9,000} Newark ~~area~~ ^{for} jobs and OJT slots.

~~Actually, with billing on the background and experience~~
~~of the BICC was not so limited as the project planners had~~
~~assumed. Every professional staff person wound up doing~~
~~recruiting. As it turned out, the mostly large companies that~~
were BICC members did not ^{have} ~~have~~ OJT. Twenty-one or 37.5% of
~~the~~ 56 OJT sub-contractors were not even BICC members. All
five of the Newark District offices of the N. J. State Employment
Service, the N. J. Chapter of American Society for Training &
Development (ASTD) and the North Jersey professional personnel
administrators association helped in the outreach and recruit-
ment that attracted 2,000 people to LMTP. The Project's Labor-
Union Coordinators helped in securing assistance from some
companies that were affiliated with their member unions.

~~Including special program trainees, approximately 50 to 75~~
~~people were referred to OJT openings as a result of newspaper~~
~~articles, radio and television coverage given to the BICC, talks~~
~~to groups by staff and the BICC Speakers Bureau plus the spread~~

- In the final analysis, the best and most fruitful source of people were the referrals made by people actually helped by the Project and BICC. With OJT, ~~the~~ benefiting employers personally recruited 35% or 145 of the people they entered into on-job training.

~~Administrative and Program Evaluation~~

In the beginning, many of the applicants were highly industrious, high school graduates, and a high percentage were white. As LIETP progressed, this all changed. Over 90% of those ^{ultimately} served were ^{Black} ~~white~~ and Puerto Rican. While no actual social and ethnic percentage of the trainees ~~entered into LIETP's Special Programs~~ ^{enrolled in SEP} is available, it was substantially the same as the OJT ^{data}. After ~~the~~ intake ~~expired~~ from the initial newspaper ~~kickoff~~ stories and publicity wore off, the trainees recruited became largely ~~white~~ ^{Black} and more hardcore. Too many of the applicants seen were carbon copies of draft reject reports. They were functional illiterates and high school graduates unable to pass entry-level tests of local employers. They were welfare recipients. Many possessed Southern rural backgrounds. Spotty work records abounded. LIETP's trainees included some mental defectives, the physically handicapped, several ~~who~~ ^{Black} ~~had served time for manslaughter, robbery, murder and Black~~

~~Nationalists plus a high percentage of LDC mothers. The women were primarily head-of-household, factory-females. Upper respiratory ailments, poor diet and other health deficiencies plus all kinds of family problems were commonplace.~~

A composite of the average ^{acc.} ~~sample~~ LHMTP trainee ^{was} ~~is~~ a 29-year old ^{Black male} ~~female~~ with a 10th grade education, born in the South who had ^{performed} ~~seven~~ semi-skilled and unskilled jobs in ~~the~~ factory and service occupational categories. A majority of the male and female trainees, Black and white, had a number of short-term jobs in their work-experience background.

~~UCCP/LHMTP wanted clearly all~~
~~multiple sources of manpower involvement and the evolving~~
Neighborhood Youth Corps (NYC) programs new ~~added~~ to Essex ^{County}. They ~~are~~ Number'd six and include City of Newark NYC, Essex County Youth & Economic Rehabilitation Commission NYC, Mount Carmel Guild NYC, Newark Board of Education In-School NYC, Newark Housing Authority NYC and Career Orientation and Preparation for Employment (COPE) which is a combination GEO and U. S. Department of Labor NYC jointly sponsored by UCF and the United Community Corporation (UCC) Newark's anti-poverty agency. The City of Newark NYC was the only one in existence when LHMTP was launched. It was the first NYC program in the nation, having started in January 1965.

~~Continued from and honest dialogue~~ ^{in 1963} ~~it was a~~ Membership and Consultation Committee ~~that has mediated~~ and mediated seven disputes between companies and civil rights groups. The civil rights groups agreed to this plan until at least a 30-day ^{negotiating} period had expired. ~~During this period~~ the dispute was placed in the hands of the Membership and Consultation Committee. Only those from business and civil rights who ^{were} ~~were~~ involved in picketing and demonstrations served on ^{the} ~~this~~ Committee. Sears Roebuck joined the BICC after it had reached an agreement with Newark-Essex CORE. In the case of Hoffman La Roche, membership was effected while a dispute with the ~~local~~ CORE Chapter was in progress. In both instances, picketing had taken place.

The BICC methodology of dealing with employment problems in 1966 ^{changed} ~~was~~ from the 1963 procedure.

COMMUNITY ACTIVITY

^{in 1963} The Newark Senior Citizens Commission requested ^{BICC} ~~the~~ assume responsibility for assisting persons over 60 years of age gain part-time employment. The ^{agency} ~~A~~ outlined BICC's potential project activity in a proposal submitted to CEO. The program would provide counseling and set up golden age reception centers in public housing projects. ~~It was then that~~ When the program was finally funded, the part time employment aspect for BICC/LNHFP was dropped.

¹²⁷¹ The BICC's third annual Workshop held on June 15, 1965 included ^{a list of materials containing} the LNHFP brochure and ~~the~~ "Digest of Opportunities" ~~brochure~~ ^{materials} handed out to ~~the~~ 200 people in attendance. The "Digest" was really a substitute measure by BICC to gain some kind of manpower coordination. It listed 34 manpower programs and the 1100 copies distributed, ~~generally~~ covered the Newark labor market with significant impact.

(B) Other Community Activity Impact

Numerous visitations and mail inquiries from all over the country kept ^{BICC} the staff busy ^{during the first three years}. Harry Krenz, Assistant to the ^{US} Manpower Administrator came to ^{visit} the office on several occasions. Three representatives of the President's Committee on Manpower (PCOM) attended a ¹⁹⁶⁵ BICC general membership meeting, ~~in the evening and visited the Project office for several hours the next day.~~ ^{also in 1965} Members of Vice President Hubert Humphrey's Task Force on Youth Training came up from Washington to ascertain what kind of relationship existed between BICC/LMTP and the five local Neighborhood Youth Corps. ~~LMTP gave work training to six of these 210 young people.~~

Government investigators from Baltimore were in to check on local insurance companies administering part of the Medicare program. Newark

Brookings Institution, Greenleigh Associates, other federal officials including people from Plans for Progress, the Department of Justice's Community Relations Service and many, many more looked ^{in on BICC} ~~was~~.

~~Thompson's agency interaction with the local~~

other colls, re

17 ~~five local Neighborhood Youth Corps, the
these are young people.
Government investigators from Baltimore were in to check
insurance companies administering part of the Medicare program.
Brookings Institution, Greenleigh Associates, other federal
agencies including people from Plans for Progress, the Department
of Justice's Community Relations Service and many, many more.~~

Manpower agency interaction over the decade has
been constant. BICC played a founding role in
the establishment of Total Employment & Manpower Team.
It recruited ^{TEAM's} the first 10 job developers & provided the
first executive director. ^{It} started ^{the} role ^{of the} Newark
Urban Coalition ^{in the} was instrumental in ^{the} Newark
BICC's first executive ^{to} Newark going to ^{be} the Coalition's national chief
as the deputy of one of its three divisions. In
procuring ^{over} 30 SEF satellites; serving on the Essex
County Manpower Advisory Board; being an integral
part of CAMPS (Combined Area Manpower Planning System);
represented on the steering committee of the first Newark
Met'l Alliance of Businessmen's JOBS program; helping to
launch at least six job councils around the nation;
working with commissioners of the EEOC who frequently
came to Newark; placed four members on the executive
committee that launched the Interracial Council for
Business Opportunity (ICBO), had an even larger role in the
founding of MEDIC; BICC has left an indelible impact
on every significant manpower program in the area over
the last decade.

13
In two, ~~the~~ general surveys made by the BICC Testing Committee, one in March 1965 and another in March 1966, ~~it~~ was pointed out that tests should only be used as one of the selection criteria for employee intake. ~~The~~ Testing Committee surveys showed that there is little correlation or validation between actual employee performance on the job and ability to pass tests. In distributing information and presenting programs about commercial tests throughout the Newark area, the Testing Committee was instrumental in getting ^{four} ~~two~~ major companies to suspend use of a commercial test that was deemed culturally unfair to non-whites.

~~The~~ Testing Committee surveys also revealed that some commercial tests used by employers ~~were~~ ^{were} inherently discriminatory because they ~~were~~ ^{were} 40 years old or more; generally normed on white, middle-class values and ~~were~~ created in small communities that are alien to today's large and complex urban populations.

~~Also used the following Personnel Tests; Institute for Personality and Ability Test; Kuder Preference Record (Vocational and Occupational); Test of Mechanical Comprehension; Otis Employment Test; Henman Nelson Test of Mental Ability; Morgan Achievement Test in Mathematics and the revised Minnesota Paper Form Board tests. These are all popular tests used by employers. BICC ~~and other~~ ^{Practos} used them mainly to see if ~~it~~ ^{it} could arrive at the same insights companies gained when they gave the tests. ~~It was difficult to obtain test scores from companies.~~ ^{and because it consistently}~~

(C) Testing and SES

A cooperative working agreement with the Newark District, New Jersey State Employment Service over testing ~~book~~ ^{was hammered out.}

OVER →

CONFERENCES

TEST ~~STANDARDS~~

- 1. Study Committee held two conferences and their success
- 2. such that the Committee was provoked upon to some
- 3. extent to discuss on test administration & compilation of guidelines
- 4. of test information and even ~~see~~ ^{as a consequence} evaluation system which
- 5. in conference. Test practices were assessed for uniformity,

On a perusal of this copy
~~The SES in Trenton during the week of July 29,~~
~~was~~ ^{has} officially designated ^{BICC} ~~MLTP~~ as an authorized employers' agent ^{and} ~~has~~ granted permission to send potential trainees to local SES offices to be given the General Aptitude Test Battery (GATB) and to receive test results. ~~We would be indicated by MLTP that~~

The BICC Testing Committee ~~has~~ distributed over 2,000 copies of its surveys. ~~It has also reported that the surveys have been used and information about the danger of pollution has been disseminated. This has resulted in a change of attitude felt by MLTP.~~ At least six companies modified their previously adamant stand about accepting people who did poorly on tests when probable weaknesses uncovered by the Testing Committee surveys

URBAN LEAGUE OF ESSEX COUNTY

~~was explained to them.~~
~~known for all to see. This further binds the organizations.~~
 BICC ^{has} ~~has~~ developed ^{to the extent that it can be} ~~into a job placement agency that~~
 The partnership ^{three years 1964-1966 it led} ~~leads~~ all 78 Urban League affiliates in the country ^{in job placement}
~~averaging over 1,000 each year~~

Location of Jobs

~~Another problem was narrowing the area in which BICC would be looking for jobs.~~
 BICC followed ^{guidelines} ~~The Newark District of SES, since~~
^{as to what constitutes} the Newark-area labor market, ~~as covering~~ ^{it covers} part of three counties (Essex, Union and Morris). ^{The region was expanded to include} ~~the area used Newark as the~~
~~core and generally considered the area in diameter measured~~
^{to include} about 20 miles ^{and area in} ~~out.~~ This includes the automobile plants in Union, ~~and~~ the pharmaceutical plants in Morris and outer Essex, and places like RCA, Western Electric and Bendix in West Hudson and Hudson.

C. Job Development and Illegent Barriers

Most of the barriers to employment exist throughout Essex County. Teenage unemployment in Newark, ~~has been cited~~ ^{the country} is as high as anywhere ~~in the country~~. The head-of-household female in many instances is forced to stay on welfare because she cannot afford day care services for her children so she can work or enter training. ~~Two other barriers to employment are the presence of physical handicaps such as blindness, epilepsy and other~~ ^{physical handicaps such as blindness, epilepsy and other} ~~physical handicaps~~ ^{which prevent them from} ~~which prevent them from~~ ^{entering the workforce} ~~entering the workforce~~. When the Civil Rights Act of 1965 was passed thousands of companies across the land imposed the minimum entry requirement of a high school diploma or equivalency certificate knowing full well that more than half the adult males in America ^{still} ~~do not~~ ^{for salary level job upgrade} not meet this qualification. It is ~~still~~ ^{if they have} very difficult to obtain a surety bond in Greater Newark ~~for those with~~ ^{minor arrest records} minor arrest records.

X. THE SPECIAL PROGRAMS

① Skill Escalation Programs (SEP) for the Metal Trades

When it became clear that ~~the~~ ^{LMIIT's} OJT program would run out ~~of gas~~ and after the OEO turned down ~~the~~ ^{BICC's proposed} prevocational ^{to} package ~~to use~~ ^{for salary level job upgrade} ~~the Urban League would conduct the~~ ^{SEP} ~~we put a new twist~~ ^{was added} ~~on the project, one~~ ^{Exp. Dev.} that was truly ESD, the Skill Escalation Program (SEP). ~~He requested~~ ^{overcome the} ~~A \$18,000 proposal to handle~~ ^{of counseling} ~~pre-vocational work orientation~~ ^{and} ~~including the counseling~~ ^{was to be run by the League and funded} ~~was to be run by the League and funded~~ ^{through the} ~~through the~~ ^{many rejected applicants suffered forced BICC to look} ~~many rejected applicants suffered forced BICC to look~~ ^{attention to pay the word} ~~attention to pay the word~~. The program would give two weeks of pre-OJT training to all trainees of LMIIT. The Newark Housing Authority's Project HELP (Housing, Employment and Learning Program) was also to be included. When proposed in April 1965, LMIIT and HELP were the only ESD programs in New Jersey.

^{the} Other Vocational Special Programs first called Skill
 Evaluation Program (SETP) ^{became a wonderful springboard by which} ~~SETP~~

^{even} was able to induce employers to cooperatively sponsor ^{training}.
 other vocational programs. Based largely on the
 Western Electric experience, a presentation format was
 adopted for business and industry. ^{has} It involved a simple
 premise. ~~Companies were informed that~~ many unskilled
 people in the ghetto would make excellent workers even
 though they lacked high school diplomas, ~~had in many~~
~~instances been denied opportunity because of race,~~ might
~~not be urbanized to the degree prevalent in business be-~~
~~cause of a southern rural upbringing or a Puerto Rican~~
~~heritage~~ and might possibly be unable to pass the
 company's entry-level, pre-employment test.

No trainees were promised jobs. Companies were urged to repeat
 the training program if successful with the objective of training in
 skill shortages for the general community. ^{This continues as one of}

^{BICC's training center from seven activities in functioning today}
 (2) NEWARK MANPOWER TRAINING SKILLS CENTER

^{brought the} The entire staff joined the efforts of the BICC ^{was part of the effort that} to bring a
 multi-skills training center to Newark. James P. Nestitt,
 president of the Independent Unions of N. J. and one of
 the Project's three labor-union coordinators ^{was named and named on} was appointed
 as a site selection committee which picked the old Newark

APPENDIX 4

NEED FOR NEW LMMP PROGRAM

The need has been demonstrated for training over and over again. John C. Bullitt, Director of the New Jersey State Office of Economic Opportunity (OEO), was stated that there are 750,000 adult illiterates in New Jersey. One-sixth of these, or 125,000, live in the Newark area. ~~Despite the decline in unemployment figures, the Newark area still remains an Area Redevelopment Administration high unemployment designated region.~~ Where non-whites are concerned, the figure is double that of the national unemployment rate. In the area of machine shop jobs, the shortage of skilled employees is really acute. In the ~~June 19, 1966~~ Newark Sunday News, over 400 jobs for entry level machine shop work, appeared in the want ads. The Newark Skills Center operating day and night will turn out 40 trained people ~~aimed at this void -- and not for almost a year.~~ Training programs for the hardcore unemployed are still virtually non-existent.

A new program proposed by the BICC -- Skill Escalation and Employment Development (SEED) is aimed at the group where training is so desperately needed.

Project SEED contains support services lacking in LMMP. It is the product of months of work and many, many meetings. In large measure it was created from the frustrations and interested ideas which could not be pursued within LMMP. It represents a challenge to continue the work begun by LMMP which Greater Newark so desperately needs.

BICC was not a part of LMMP. It was created to address the problem out of which grew SEED.

PROJECT SEED

(Skill Escalation & Employment Development)

An Experimental and Demonstration, Human Resources, Manpower Program of Business and Industrial Coordinating Council (BICC)

Primary purpose of SEED is to promote an increasing responsibility on the part of business and labor in general, for the development of new training and employment opportunities. ~~To maximally exploit the potential resources of a unique organization, the BICC, membership includes representatives of major national business and industrial organizations, labor unions, civil rights groups, academic and vocational education, religion, government and voluntary, non-profit agencies.~~

With the personal, direct and financial participation of BICC members and others in the greater Newark area, SEED will develop a comprehensive program of in-depth recruitment, screening, testing, counseling, referral, job development, training and placement for unemployed and under-employed persons. The program will concentrate on hardcore unemployed

and underemployed males and females, 18 years of age and over, who, by reason of race, lack of adequate education and skills and other limiting factors, encounter unusual difficulties in finding and/or retaining employment commensurate with their abilities and experience. SEED will accept all such applicants for training, except those with serious psychological pathologies. Eligible trainees will receive training allowances.

A basic aspect of ~~the~~ ^{new} program ~~will be the~~ training of enrollees to the point where they can qualify for entrance-level jobs which, in turn, will afford them an opportunity to fully complete their training on-the-job, at the employers' expense. Trainees ~~will be~~ graduated rapidly into these job openings ~~that will be sought and developed. Even more important will be the concentration on developing at least 12 pre-vocational training programs in a great variety of fields, sponsored, conducted and financed by business and industrial concerns, either on their own premises, or at some other convenient locations. These programs will be started after the New Jersey State Employment Service (NJSES) has certified the occupations/suffer manpower shortages. Eight programs have already been secured.~~

To accomplish the above objectives a multiple approach ~~will be~~ ^{will} employed. A day and night SEED Skill Escalation Center ~~will be established~~ where accelerated, basic and remedial education and metal trades shop classes will be conducted. This will constitute a continuation and expansion of experience with the Western Electric pioneered, Skills Escalation Program and other prevocational training programs, initiated by the Labor-Management-Manpower Training Project. New Jersey Bell Telephone Company, Prudential Insurance Company, RCA, Public Service Electric & Gas Company, Weston Instruments Corporation, Mutual Benefit Life Insurance Company, and Moïmann-LaRoche, among others, participated. To supplement these training opportunities, a close working relationship will be maintained with the Newark Manpower Skills Training Center, the various local OJT and other manpower programs. For experimental flexibility, an attempt will be made to involve many unaffiliated companies, VISTA Volunteers and other groups outside the BICC.

SEED will admit 2,250 trainees in one year (50 weeks), approximately 45 people weekly. Over 1,000 will complete training - 490 from the Skills Escalation Program and 590 from the prevocational programs. 200 will go directly into jobs. A minimum of 572 referrals will be made to other manpower and OJT organizations including 300-plus to the Newark Manpower Skills Training Center. SEED will employ disadvantaged residents to do outreach recruiting in the target areas under the supervision of the Urban League of Essex County. To further community-wide coordination, NJSES has been asked to do vocational counseling and testing. All SEED programs will stress self-motivation, self-worth, personal grooming and employment orientation to counteract disbelief and general ghetto hopelessness.

24

Seed I - Skill Escalation and Employment Development began on January 30, 1967.

^{AS} was an outgrowth of the successfully tested LMMTP. Central purpose was to demonstrate that a concentrated training program could prepare labor force drop-outs, long-term unemployed and underemployed for entry-level jobs in high-demand and low supply occupations.

A number of programs undertaken by SEED were in blue and white collar jobs, but the principle one was in machine shop skills. The need for machine shop occupations in the Newark labor market was reported by the New Jersey Department of Labor and Industry in March 1966 after a survey of employers in the Newark area.

SEED I conducted training for entry-level jobs such as clerks, typists, office workers, stenographers, hospital operating room assistants and bank tellers. ~~These subsidiary training~~

Primary purpose of SEED was to promote an increasing responsibility on the part of business and labor in general for the development of new training and employment opportunities. It was designed to reach the hardest core of unemployed - those untouched by all other previous training ventures.

Contractor and fiscal agent for the project was ^{again} the United Community Fund and ~~Council of Essex and West Hudson~~. SEED was administered by BICC. The Urban League of Essex County supported the project and associated itself in the proposal submitted to ~~several agencies~~. ^{again (approved)} Funding came from the Office of Management Policy (OMP), Evaluation and Research of the U. S. Department of Labor, the Economic Development Administration (EDA) of the Department of Commerce and the Department of Health, Education and Welfare ^{supplied the funding}.

Men, money and equipment were ^{CONTRIBUTED BY} a contribution of local business and industry ~~was a SEP~~ as an assist in the overall financing. The cost to federal agencies totaled ~~approximately~~ \$1,010,000.

^{NEWARK AREA}
Value of contributions from private business was nearly \$400,000.

SEED was aimed at men and women age 18 and over who had difficulty getting a job because of race or lack of education and skills. Prior BICC training had been aimed at the better equipped and better motivated person ^{with a} who ~~substantially~~ ^{obtain} ~~helping advancement~~.

success was the
SEED *the*

the decision by Western Electric and New Jersey
set. to set up a ^{an} employment-training project to ultimately reach 650 persons in Newark.

~~The administrative offices at 46 Brainerd Place were responsible for processing~~
~~applications for~~ programs and for setting up and administering the satellites. The Newark
Marpower Training Skills Center ^{was established by the District Education Department, Newark} is responsible for the operation of the machine shop at
Chestnut Street.

During 1969, ~~various~~ new programs were initiated by BICC. Efforts were directed toward
job placement for Newark youths to place them in meaningful summer work. BICC worked with nearly 5,000
students ^{through the medium of a youth employment agency.} One hundred youth, age 14-16, participated in a work/recreational program. It was
operated jointly with the YM-YWCA of Greater Newark and the State Department of Community
Affairs. Boys and girls in the program were encouraged to continue their schooling. Summer jobs and
programs are an effort to keep the disadvantaged youth of today from becoming the hard-core un-
employed of tomorrow. Meaningful work at the camps built confidence and also paid an appropriate
wage. ~~This proved to be one of the most beneficial efforts of its kind for this age group of boys and girls.~~

~~The summer jobs youth employment agency enabled young people to earn spending change while~~
~~keeping them active in a work/white project.~~ Jobs sought included mowing lawns, walking dogs,
baby-sitting, ^{shopping} for the sick and shut-ins and clean cellars ⁱⁿ attics.

CLEFF ^{ed}
A computerized job bank to help solve the problem of the ghetto unemployment was begun. This
pilot program for computerized job matching was the first in Northern New Jersey. Using the computer,
~~for the first time a situation was created where~~ hard-core unemployed could be considered for
~~many~~ ^{ies} job opening and training opportunity ~~to~~

~~During 1969~~, among ^{the} projects ~~conducted~~ ^{and related ones} by BICC as indicated by the Executive Director

were the following:

Arranged a free summer recreational program for 4,000 youngsters and 500 adults, who were transported to big major league baseball games.

Handled transportation for "Newark Love-In" performers at ~~Newark~~ ^{Newark} Park ~~attended by 15,000 people.~~

Supplied 40 student recruits for police training.

Helped welfare mothers obtain credit from major department stores.

Helped to establish county-wide police recruitment advisory council to find and help minority people to secure police jobs.

Developed IBM/Rutgers clerical class operated in conjunction with the Urban League.

Provision was made for each student to receive over \$1,000 worth of equipment to take home. ~~It costed for duration of the training course.~~

Assisted in establishing a black secretarial firm. BICC trained 10 college students on community affairs; operated SEED follow-up with college students; ~~started~~ ^{operated} a program to train 15 black people in the management of package goods stores with ~~their~~ ^{eventual} ownership included as a goal.

~~As of November 1970 BICC had a membership of 200 companies, 50 community groups and over 800 individuals who were sent monthly mailings on critical and on-going issues.~~

~~The Greater Newark Chapter of Commerce has endorsed its program in the area of community development.~~
~~over \$2,000 annually.~~ Significant grants from companies and foundations ~~have been~~ ^{were also} received for special projects.

The Externship program begun ^{in 1968} ~~in 1968~~ continued into 1970 with the help of Rutgers University. The program gets teachers and industry together, giving ^{teachers} ~~them~~ the type of experience ~~educators~~ ^{and} need to ~~teach~~ ^{direct} youngsters in the area of employment after they graduate from school.

Computer Matching Project

BICC developed a computerized job matching program in March 1970 to serve the various manpower agencies, industry and business in the Newark area. The next seven months was primarily an experimental period for the ^{CLIFF} ~~established and highly regarded cliff~~ matching System concept ^{while} ~~tailoring some aspects~~ to the Newark situation and emphasizing the training or "readiness for employment" approach. ~~During this period there was not a full staff for the computer program and no specific records were called.~~

~~In October 1970~~ The Schumann Foundation granted \$22,500 to the computer match operation for a ^{six} ~~6~~ month ~~expens~~ period. *It became*

~~The Computer Matching Project~~ is an on-going daily program, ^{that was} ~~which has been~~ helpful in determining pre-vocational and pre-occupational inclinations ^{for} ~~to~~ a particular job.

Purposes of the computer-match and reasons for permanent establishment in the Greater Newark Area:

1. No other agency has the equipment to furnish a vocational analysis showing a posture toward being successful in specific training areas or a concrete job situation.
2. The computer match jells hundreds of pieces of behavior into a vocational projection to bring about a ^{joining of} ~~meaningful match~~ for the unsophisticated person's ^{intelligence, talent or learned skills} ~~who~~ ^A who has no conscious idea of vocational goals or objectives.
3. To provide management of vocational agencies with an additional counseling tool based upon ~~person's~~ preference and experience.
4. To provide statistical data not previously available to management for adjustment, modification or curtailment of programs.
5. To assist business and industry in determining better candidates for employment or promotion.
6. Computer match provides greater opportunity for satisfactory employment and gives the hard core unemployed opportunity for consideration of every possible job opening and training opportunity that occurs.

Cliff matching is based on attributes of the individual and the job.

Studies made by BICC indicate that trainees selected with use of computer for specific manpower, skilled jobs or secretarial training programs and courses have a greater tendency to stay until the end of ^{their} training period. Also, they learn more because of the self-motivation indicated by the computer match.

In the fall of 1970 Hoffman LaRoche ~~also~~ requested BICC to assist ~~them~~ with the ~~computer~~ ^{to ensure the} ~~in increasing their retention rate~~ ^{of the} for production workers. According to the June 1971 report of Roland E. Stewart, executive director, from October 1970 through June 1971, ^{of BICC} of the 329 employment referrals ~~to BICC~~, 46 were computer matched and 115 computer assisted. Of the 84 employed during these nine months, 2 were computer matched and 35 were computer assisted. Use of the computer for determining those who needed and could possibly benefit from a training program resulted in 14 computer matched referrals and 37 computer assisted. Of ~~the~~ 730 new applicants to BICC ^{in the nine month period} from October 1970 to June 1971, 452 were processed through the computer self-interview check list.

Initially only non-high school graduates and high school grads were computer matched or assisted. ~~Since the beginning~~ ⁱⁿ of 1971 everyone who ^{now} comes to BICC for employment assistance ^{now} is computer matched, ~~because~~ through experience it was learned that the computer gives valuable information regardless of ~~the~~ educational background or employment experience. The computer program ^{was} is used for all college graduates and professional

^{A California consulting firm is currently completing an evaluation of the project which should provide hard data on the value of the project.}

30

Page 7

3,500 people. Funding is to be by the Office of Economic Opportunity. Last estimate given to ADP was \$753,000; ADP will underwrite \$85,000 with the understanding that BICC would attempt to secure the \$68,000 additional.

This will be the first that ADP has worked directly with people through an established community agency in a direct application of its system. It is to be operated jointly by DEO, ADP and BICC from June 15, 1971 to June 15, 1972. As of August 21 the computer matching program continues in operation. It is being funded through a grant received by ADP that will keep the computer in operation until April 1972. Efforts are being made to obtain funds for its continuation after April 1972.

The Education Committee sent questionnaires in January 1971 to 20 companies pertaining to their ~~learning~~ Spanish-speaking ~~persons~~ employees.

The deep concern for ~~the~~ Spanish-speaking ^{the} population which suffers from being unable to speak English ~~has~~ resulted in BICC ^{again} ~~again~~ challenging Prudential to create a Spanish-to-English laboratory. Mr. Charles Catlett of Prudential ~~has~~ developed the proposal for ~~the~~ basic reading ^{enabling} ~~education~~ ^{more} people ^{to} ~~could~~ be taught to read ^{better}. The Spanish-to-English laboratory ^{will} ~~will~~ be administered by ~~the~~ BICC staff.

Under the banner of research and development, BICC was given the task of working actively with the school system in introducing relevant curriculum and offering externships for teachers to learn practical aspects of business and industry. During 1970, Bill Ramano teacher from the Sussex Avenue School was in the Teacher Externship Program. He organized his 5th grade class into a corporation to function as business does and tied in the whole educational experience. Thanks to BICC funding, he will be able to supplement classwork with trips to visit some BICC member companies during the 1971-72 school year. His entire budget for last school term consisted of \$300.00. He is trying to show the Board of Education that such an educational program could be effected with a limited budget.

AMBULANCE SQUAD

Volunteer Ambulance Squads were placed into operation ^{three years ago} ~~March 1970~~ to supplement health and accident services of the city. The purpose ^{was} ~~is~~ to transport patients to any ^{birth and medical facility}

SATZ L-73 AS OF JUNE 1971

Four satellite clerical training programs are currently in operation for a 15-week training cycle. BICC sets a limit of 15 persons per course. Each has an enrollment from 12 to 15 persons.

Newark-Rutgers operates the only day sessions; while Prudential Insurance Co., Mutual Benefit Life Insurance Co. and N. J. Bell Telephone Company have evening sessions. There is no stipend to the trainees. Each company pays cost of its own program. Instructors are provided by the Newark Board of Education through a special arrangement with Dr. Harry Jellinek, principal of Central Evening High School.

A new stenography class will begin this fall. Record keeping and elementary bookkeeping courses are also being arranged.

All career training programs are set up by BICC based on surveys made of employment needs in the Greater Newark area. Because of the tremendous clerical turnover, classes in basic clerical training, elementary stenography and typing will be continued in the Satellite Programs.

SENSITIVITY PROGRAMS

facilitated the establishment of a
BICC ~~has~~^{not} ~~approached~~^{approached} ~~the~~^{the} training component ^{of the} New Jersey College of Medicine & Dentistry to ~~either sponsor, conduct or arrange for~~ human relations training for ~~its~~^{the} staff. BICC has referred them to the Institute for Training Program Development, a proposal of which is Robert W. Hoffman, Jr., one of the primary success people for BICC.

Other endeavors include a people sensitivity session performed by staff for the Automatic Data Processing ^{from} of Clifton.

Earlier in 1971 BICC keynoted a one-day institute of the New Jersey State Home Economics and Consumer Education Project at New Brunswick on Coordinating Community Services.

BICC is now postured towards conducting either seminars for some of the supervisory personnel in business and industry in the Greater Essex County area.

2. Research has been done by BICC for proposals for two day care centers in Newark to submit to funding sources. They are the Ironbound Day Care Center and the King Memorial Day Care Center.

3. Organize a follow-up procedure and operate follow-up study in job placements and training undertaken by BICC. Prepare a report.

4. Explore and develop jobs for community people in industry, business, city and county government.

5. Develop selection process and training with Essex County Overbrook Hospital at their request, and establish an on premise training program for Mental patients prior to their release from Essex County Hospital.

6. Establish a pre-release training program at the Essex County Penitentiary.

7. Coordinate with Prudential Insurance Company personnel the development of a relevant basic education curriculum for the Penitentiary and Mental Hospital.

8. Do a study with New Jersey College of Medicine & Dentistry on more effective methods of combatting lead poisoning problems.

9. Monitor the four existing satellite classes at Mutual Benefit, Prudential, Bell Telephone and Rutgers to provide counselling supportive services and job placements for students.

10. Recruit, screen, select candidates for clerical training classes. Develop additional satellite programs throughout the Greater Newark area.

11. Assist in recruiting minority employees for special projects ^{of major employers} or "job 70"

12. Work with Spanish-speaking groups in stabilizing their ambulance squad and obtaining funding for an ambulance for a Black Citizens' group.

13. Lend clerical assistance to community groups as needed.

14. Establish an in-house upgrading program within the New Jersey College of Medicine & Dentistry, co-sponsored by BICC. Research and write a recommended grievance procedure for N. J. College of Medicine & Dentistry as requested by the administrators.

15. ^{Justine}
4. Develop the English language curriculum in conjunction with Prudential Insurance Company to meet needs of Spanish-speaking people.

16. Establish a driver training course on vacant lots in Newark using obsolete Public Service or Bell Telephone vehicles.

17. Research, develop, submit and process proposal to New Jersey Department of Labor & Industry to fund clerical programs.

18. Implement Office of Economic Opportunity subsidized project with Adaptive System and BICC to recruit, screen and place minority workers. The BICC Task Force has written a typical Affirmative Action Program.

19. To recruit, select and counsel 150 training applicants as a result of a proposed reading program to be hopefully funded by Prudential Insurance Company.

20. Industrial Arts Curriculum Project (IACP) combines the various worlds of work utilizing students, parents and teachers. "The World of Construction"; the "World of Manufacturing" has attracted over 50,000 youngsters during its brief three year history. Henry Boardman's new approach to men's managed personnel production system is expected to reach 90,000 students as BICC celebrates its 10th Anniversary in October 1973.

21. Boardman's Education Committee also sponsored a Workshop at Central High School that produced numerous recommendations for innovative teaching and learning that are to be implemented by the business community under auspices of the Newark Board of Education. The ^{Boardman} "adopt" school concept may yet come to pass.

BICC has moved in with the Greater Newark Chamber of Commerce. It is expected this closer association will assure greater implementation of manpower training goals. What these goals are and how they are to be achieved is the biggest task confronting BICC's Executive Committee as it currently ~~approach~~ celebrates its tenth birthday and looks to the next decade to continue fulfillment of the 1963 by-law objectives.

Manuscript 24 pages when reduced. Photographs will take up the eight(8) pages of white space when copy is single-spaced -- Copy & body fix	24
Executive Directors Pages	1
Co-Chairmen (center-spread)	2
News clip montage	1
General Accounting Office Chart, 10 year recruitment, training & placement Board of Directors	3
Front & Back covers	2
	<hr/>
	33

Must be reduced to 32 or broadened to 36 pages including covers. The newsclip montage could be dropped.

I eliminated an appendix and table of contents